College of Southern Idaho
Strategic Plan
2008 – 2012

Statutory Authority

This plan has been developed in compliance with Sections 67-1901 to 67-1903, Idaho Code, and Standard One of the Northwest Commission on Colleges and Universities (NWCCU), and has been approved by the College of Southern Idaho Board of Trustees. The statutory authority and the enumerated general powers and duties of the Board of Trustees of a junior (community) college district are established in Sections 33-2101, 33-2103 to 33-2115, Idaho Code.

Mission Statement

The College of Southern Idaho, a comprehensive community college, provides quality educational, social, cultural, economic, and workforce development opportunities that meet the diverse needs of the communities it serves. CSI prepares students to lead enriched, productive, and responsible lives in a global society.

Core Values

The following core values, principles and standards guide our vision and conduct:

People	Above all, we value our students, employees, and community. We celebrate individual uniqueness, worth, and contributions while embracing diversity of people, backgrounds, experiences, and ideas. We are committed to the success of our students and employees.
Learning	We value lifelong learning, informed engagement, social responsibility, and productive global citizenship. We have an unwavering commitment to student learning and success. We strive to instill in our students and employees a lifelong passion for learning.
Access and Opportunity	We value convenient, affordable, and equitable access to higher education. We make every effort to eliminate or minimize barriers to access. We create opportunities for educational, personal, and economic success.
Quality and Excellence	We strive for excellence in all of our endeavors. We offer high-quality educational programs and services that are of value to our constituents. We are committed to high academic and professional standards, and to the continuous improvement of our educational programs, services, processes, and outcomes.
Creativity and Innovation	We value and support innovative and creative ideas and solutions that foster improvement and allow us to better serve our students and our community. We encourage entrepreneurial spirit.
Responsibility and Accountability	We value personal and institutional integrity, responsibility, and accountability. We believe in serving our constituents responsibly in order to preserve the public's ongoing trust. We strive to develop an environment that encourages and enables a culture of meaningful assessment and continuous improvement. We value inspired, informed, transparent, and responsible leadership and decision-making at all levels of the College. We value our environment and the conservation of our natural resources and strive to create facilities, systems, programs, and practices that are environmentally sustainable.
Collaboration and Partnerships	We value collaboration and actively pursue productive and mutually beneficial partnerships among people, institutions, organizations, and communities to share diverse ideas, talents, and resources.

Vision 2012

The College of Southern Idaho will be recognized regionally and nationally as a progressive community college committed to student learning and success, and to the human, economic, cultural, and social development of the region.

- We will be the higher education institution of choice because of our instructional excellence, exemplary support services, and our accessibility and affordability.
- We will challenge our students and foster intellectual curiosity, critical inquiry, creative problem solving, and thoughtful reasoning.
- We will inspire our students to become lifelong learners, productive workers, engaged leaders, and responsible global citizens.
- We will support our employees by providing the necessary training, information, and resources; and expect active participation, responsible decision-making, high performance, and personal accountability.
- We will use appropriate information technologies that support and enhance teaching and learning, improve accessibility and quality of services, and improve effectiveness and efficiency.
- We will maintain the ongoing trust of our constituents by demonstrating responsible management and investment of the resources entrusted to us.
- We will be responsible stewards of our natural resources.

Strategic Initiatives

1. Responsiveness
2. Commitment to Learning and Success
3. Performance and Accountability
4. Global Citizenship and Competitiveness
5. Advocacy

Goals and Objectives

1. *Strategic Initiative:* Responsiveness to the diverse and changing needs of our students and the communities we serve

1.1. *Goal:* **Access to our programs, resources, and services**
  1.1.1. Provide convenient, affordable, and equitable access to our programs, services, and resources
  1.1.2. Eliminate or minimize barriers to access
  1.1.3. Expand early awareness and pre-college programs
  1.1.4. Continue to strengthen our relationship with school counselors, teachers, and administrators
  1.1.5. Effectively communicate the benefits of attending CSI
  1.1.6. Expand recruiting efforts to include all prospective student groups
  1.1.7. Encourage parent and peer involvement
  1.1.8. Maintain the affordability of our programs and services
  1.1.9. Continue to increase the availability of need-based and merit-based financial aid and scholarships to all student groups

1.1.10.   Make application for admission and course registration processes more convenient

1.1.11.   Develop and provide new student orientation and freshman seminar

1.1.12.   Implement online one-stop shop

1.2. *Goal:* **Strategic marketing**

1.2.1. Adopt a College-wide strategic marketing focus

1.2.2. Develop and implement a comprehensive marketing strategy based on a thorough understanding of the needs of our stakeholders and reinforced by every element of the marketing mix

1.2.3. Meet the diverse and changing *needs and expectations of our students*

    1.2.3.1. Know and meet current needs and anticipate future needs of our prospective and current students

    1.2.3.2. Offer quality educational programs and services that meet the needs of students with diverse backgrounds, socioeconomic statuses, experiences, preparation levels, abilities, learning styles, and educational objectives

    1.2.3.3. Provide university parallel curriculum for transfer students, state-of-the-art program of professional-technical education, appropriate developmental education, workforce training and development, enrichment programs, continuing education, and professional development

    1.2.3.4. Provide courses and programs when and where needed, in the format needed
- Increase course offerings at alternative times and locations and utilize alternative delivery methods
- Expand anytime, anywhere access to programs and services
- Continue to expand distance learning courses and programs
- Continue to expand dual credit offerings

    1.2.3.5. Continue to expand and improve student services

    1.2.3.6. Effectively promote our programs and services

    1.2.3.7. Target recruiting and promotional efforts by focusing on segments that will provide the highest return on our investment

    1.2.3.8. Maintain a healthy, safe, and inviting learning environment that is conducive to learning

1.2.4. Meet the diverse and changing *needs and expectations of employers* in the area

    1.2.4.1. Provide workforce training and development, short-term customized training, and industry certifications

    1.2.4.2. Ensure that the curricula provide the skills, knowledge, and experiences most needed by employers

    1.2.4.3. Train globally competitive workers

    1.2.4.4. Develop mutually beneficial partnerships with industry

1.2.5. Meet the diverse and changing *needs and expectations of the communities* we serve

    1.2.5.1. Serve as an engine for economic, social, and cultural development and vitality

    1.2.5.2. Contribute to improved quality of life in the region

    1.2.5.3. Develop the region's most important resource – its human capital – by providing lifelong learning opportunities

    1.2.5.4. Provide access to expertise and state-of-the art facilities

2. *Strategic Initiative*: Commitment to learning and the success of our students, employees, and institution

2.1. *Goal:* Student learning and success
    2.1.1. Demonstrate an unwavering commitment to, and shared responsibility for, student learning and success
    2.1.2. Identify and reduce barriers to student learning and success
    2.1.3. Develop clear pathways to student success
    2.1.4. Continue to improve the quality, relevancy, and rigor of our courses and programs
    2.1.5. Set high standards for student learning, performance, and achievement
    2.1.6. Challenge and empower students to take responsibility for their own learning
    2.1.7. Employ effective and innovative instructional strategies
    2.1.8. Develop subject matter competence, effective communication, critical thinking, creative problem solving, interpersonal relations, and leadership skills
    2.1.9. Focus on active and collaborative learning and meaningful engagement
    2.1.10. Implement an interdisciplinary approach to learning
    2.1.11. Offer experiential and service learning opportunities
    2.1.12. Continually improve educational attainment (persistence, degree completion, transfer) and achievement of career goals
    2.1.13. Strive to create a seamless learning environment by effectively blurring the lines between in-classroom and out-of-classroom learning
    2.1.14. Encourage active engagement (on and off-campus) and social responsibility
    2.1.15. Develop and expand partnerships with K-12 schools, community colleges, four-year institutions, and other public and private organizations that will allow us to help our students reach their educational and career goals

2.2. *Goal:* Employee learning, growth, and success
    2.2.1. Recognize that employees are our greatest asset
    2.2.2. Recruit and retain faculty and staff who are committed to student learning and success
    2.2.3. Emphasize the role of faculty, staff, and administration as learners and teachers
    2.2.4. Develop strategic thinking skills and build a leadership pipeline (grow our own leaders)
    2.2.5. Support employees by providing the necessary resources, tools, and information needed to do their jobs effectively
    2.2.6. Improve communication and collaboration within and across divisions, departments, and functions
    2.2.7. Appropriately distribute decision-making authority, responsibility, accountability
    2.2.8. Develop and implement a needs-based, comprehensive employee development program
    2.2.9. Provide ongoing training and professional development opportunities
    2.2.10. Develop a campus-wide system to effectively track and assess professional development participation and success

2.2.11.　　Recognize and reward competence, performance, and contributions to the attainment of our strategic goals and objectives

2.2.12.　　Maintain competitive faculty and staff compensation that is comparable to that of our peer institutions

2.2.13.　　Appreciate and celebrate employee contributions and successes

2.3. *Goal:* **Institutional growth and success**

2.3.1.　Plan for growth and manage it strategically and effectively

2.3.2.　Employ effective market, product, technology, facilities, operations, and management and systems strategies that foster sustainable growth

2.3.3.　Create and implement a strategic enrollment plan that promotes student success, addresses effective recruitment and retention, and is supported by programs, resources, and services that meet the needs of our students

2.3.4.　Maintain an entrepreneurial approach to program and niche development

2.3.5.　Continue to critically analyze our program mix, class scheduling, and resource allocation

2.3.6.　Ensure that the College remains financially viable and sustainable

2.3.7.　Implement cost-saving strategies while maintaining the quality of our programs and services

2.3.8.　Identify and aggressively pursue new revenue sources

2.3.9.　Strengthen internal and external communication and collaboration

2.3.10.　　Continue to develop mutually beneficial partnerships

2.3.11.　　Build and maintain facilities that support teaching and learning

2.3.12.　　Utilize appropriate information technologies effectively and efficiently

2.3.13.　　Ensure compliance with applicable laws and regulations and manage risk effectively

2.3.14.　　Strengthen emergency and disaster planning and preparedness

3.　*Strategic Initiative:* Performance and accountability

3.1. *Goal:* **Culture of planning, assessment, and continuous improvement**

3.1.1.　Encourage and enable campus-wide participation in institutional planning and assessment activities

3.1.2.　Create an environment where all employees assume responsibility for their role in the institutional planning and effectiveness processes

3.1.3.　Ensure that strategic initiatives, goals, and objectives drive our decision-making and everyday operations

3.1.4.　Allocate resources based on established priorities and performance - the strategic plan drives the budgeting process

3.1.5.　Align unit operational plans with the College strategic plan

3.1.6.　Continually assess and improve the quality, relevancy, efficiency, and effectiveness of our systems, programs, services, processes, and practices

3.1.7.　Develop a campus-wide comprehensive institutional effectiveness framework and sound procedures for assessing performance outcomes

3.1.8.　Perform meaningful assessment for continuous improvement and accountability

　　3.1.8.1.　Gather, analyze, and interpret evidence of institutional effectiveness

　　3.1.8.2.　Use the results to improve student and institutional performance

3.1.9. Employ effective measures, methodologies, and technologies to facilitate planning, assessment, and reporting

    3.1.9.1. Ensure data quality, integrity, and validity

    3.1.9.2. Utilize appropriate reporting and analytic methods to accurately and systematically measure and increase performance

    3.1.9.3. Build business intelligence capabilities that will allow the College to go beyond reporting on what has happened to analyzing where the problems are, figuring out why the problems have occurred and what corrective actions are needed, and forecasting what will happen if the trends continue

    3.1.9.4. Make meaningful and useful data and analyses available when and where needed, in the format needed

3.1.10.   Use data and analysis to inform our decisions, guide our planning processes, and serve as quality assurance for our stakeholders

3.1.11.   Communicate performance levels internally and externally

3.1.12.   Create formal processes for periodic and systematic review and revision of the strategic plan and outcomes assessment

3.1.13.   Dedicate adequate resources for planning and assessment

3.1.14.   Provide the necessary procedural, training, and technical support

3.2. *Goal:* **Stewardship and accountability**

3.2.1. Demonstrate public accountability (legal, fiscal, and programmatic)

3.2.2. Maintain public trust through transparency and responsible stewardship of the resources entrusted to us

3.2.3. Allocate, manage, and invest human, financial, physical, and intellectual resources prudently, effectively, and efficiently

3.2.4. Effectively communicate College performance in carrying out its mission

4. *Strategic Initiative:* **Global citizenship and competitiveness**

4.1. *Goal:* **Global awareness, engagement, and competitiveness**

4.1.1. Educate stakeholders on the importance and value of global education to the success of our students and to the long-term viability and prosperity of our community, state, and nation

4.1.2. Actively contribute to increased global awareness, understanding, engagement, and competitiveness

4.1.3. Promote understanding of global interdependence by infusing global perspectives and integrating international and intercultural education across the curricula

4.1.4. Provide quality educational programs and experiences that prepare students to compete successfully in an increasingly interconnected global marketplace

4.1.5. Ensure that our students gain the knowledge, skills, perspectives, and attitudes necessary to thrive in a global society and become responsible global citizens

4.1.6. Utilize innovative technologies to expand international exchanges

4.1.7. Encourage and provide opportunities for our students to interact with and learn from others' multicultural and international experiences

    4.1.7.1. Facilitate interaction with people from different social, cultural, and linguistic backgrounds

    4.1.7.2. Recruit and retain international students

4.1.8. Provide opportunities for international experiences

4.1.8.1. Promote study abroad and international service learning opportunities

4.1.8.2. Provide international travel opportunities

4.1.9. Encourage and support faculty/staff participation in global learning opportunities

4.1.10.   Collaborate with other institutions on global initiatives

4.2. *Goal:* **Environmental sustainability**

4.2.1. Promote stewardship of our natural resources

4.2.2. Provide leadership and raise the visibility of environmental initiatives

4.2.3. Engage students, employees, and the community in open discourse about the importance of the environment and our role in conserving it for future generations

4.2.4. Provide information and training on the sustainability of our environment through conservation and innovation

4.2.5. Incorporate environmental education and sustainability principles across the curricula

4.2.6. Do our part in preserving a clean and healthy environment

4.2.7. Strive to develop and implement facilities, systems, and practices that are environmentally sustainable - reduce, reuse, and recycle

4.2.7.1. Minimize our environmental impact

4.2.7.2. Continue to improve water and energy conservation practices

4.2.7.3.   Protect renewable natural resources

5. *Strategic Initiative:* **Commitment to further develop and effectively target our advocacy efforts**

5.1. *Goal:* **Institutional identity and positioning**

5.1.1. Implement effective and integrated marketing communication strategies

5.1.2. Strengthen and consistently communicate our institutional identity that is in line with our mission, vision, and strategic plan

5.1.3. Strengthen and increase the recognition of our brand

5.1.4. Achieve greater regional and national visibility

5.1.5. Position CSI as a regionally and nationally recognized progressive community college focused on student learning and success

5.1.6. Strive to continually enhance our reputation and image

5.1.7. Manage and create positive perceptions and improve media relations

5.1.8. Communicate evidence of institutional effectiveness and our value and contributions to the community, state, nation, and beyond

5.1.9. Celebrate and widely publicize successes of our students, faculty, staff, and the College

5.2. *Goal:* **Institutional advancement**

5.2.1. Align institutional advancement priorities and activities with our mission, vision, goals, and objectives

5.2.2. Build strong relationships with a variety of constituents

5.2.3. Encourage involvement and participation in the College

5.2.4. Foster pride and loyalty to the institution

5.2.5. Further expand strategic grant development efforts

5.2.6. Leverage institutional advancement efforts through partnerships

5.2.7. Support the CSI Foundation in its fundraising efforts

5.3. *Goal:* **Government relations and community college advocacy**

      5.3.1. Promote the community college mission locally, statewide, and nationally

      5.3.2. Raise awareness of the role of community colleges in providing lifelong learning opportunities and contributing to the economic, social, and cultural development of the communities they serve

      5.3.3. Articulate the needs of the College clearly and persuasively

      5.3.4. Effectively represent CSI's budget, policy, and program interests to local, state, and national elected officials and government agencies at all levels

      5.3.5. Ensure that the College receives the appropriate support and recognition

      5.3.6. Advocate for adequate funding to carry out our mission and vision

      5.3.7. Effectively communicate the impact of and positive outcomes derived from the support received

      5.3.8. Partner with other sister institutions and strengthen linkages to various community college advocacy groups

External Factors

Various external factors outside CSI's control could significantly impact the achievement of goals and objectives outlined in the strategic plan:

- Demographic changes (e.g. changes in the number of high school graduates, retirement of the Baby Boomers, growing minority population, etc.)
- Circumstances of and strategies employed by our partners (e.g. K-12, higher education institutions, local industry)
- Changes in market forces and competitive environment (e.g. distance learning providers)
- Supply of and competition for highly qualified faculty and staff
- Changes in the economic environment (e.g. inflation, energy cost, personal income, unemployment and underemployment, foreclosure and bankruptcy rates, globalization, the value of the dollar, availability of credit, etc.)
- Changes in national or state priorities
- Significant changes in local, state or federal funding
- Government-wide policies
- Legal and regulatory constraints
- Changes in technology (access, affordability, efficiency)
- Changes in the physical environment (e.g. drought)
- Natural disasters, pandemic, acts of war/terrorism

CSI will make every effort to anticipate and manage change effectively, establish and implement effective risk management policies and practices, and minimize the negative impacts of factors beyond the institution's control.

DRAFT Performance Measures/Benchmarks*

*Pending final review and approval from the CSI Board of Trustees

The performance measures and benchmarks are based on the literature on community college success indicators, best practices, historical data, trends observed, as well as assumptions and forecasts.

Experts in the field agree that performance measures and benchmarks used to measure community college institutional effectiveness should carefully consider: the mission and varied roles community colleges must fulfill, the diversity of student populations served, open admission policies, diverse educational goals that may or may not include earning a degree or certificate, etc.

Sources:
Alfred, R., Shults, C., & Sybert, J. (2007). *Core Indicators of Effectiveness for Community Colleges* (3rd ed.). Washington, D.C: Community College Press, American Association of Community Colleges.

Flores, S.M. (2006). *Benchmarking: An Essential Tool for Assessment, Improvement, and Accountability: New Directions for Community Colleges*, No. 134, San Francisco, CA: Jossey-Bass.

Banta, T.W. (2004). *Community College Assessment*, San Francisco, CA: Jossey-Bass.

Community College Survey of Student Engagement (CCSSE), a benchmarking instrument that establishes national norms on educational practice and performance by community and technical colleges.   http://www.ccsse.org/

The National Community College Benchmark Project (NCCBP) that provides national and peer community college effectiveness indicator data. http://www.nccbp.org/

The Kansas Study, a national study of Community College Instructional Costs and Productivity. http://www.kansasstudy.org

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DRAFT Performance Measures	**DRAFT Benchmarks/ Performance Targets**	**CSI Goals**
1. Enrollment - academic, professional-technical, developmental, continuing education, workforce training, distance learning, on main campus, remote to main campus, dual credit, international • Headcount • Credit hours • FTE	• Overall headcount will increase by 2% a year • Overall FTE will increase by 1% a year	1.1., 1.2., 2.1., 2.3., 4.1., 4.2., 5.1., 5.2., 5.3.

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DRAFT Performance Measures	**DRAFT Benchmarks/ Performance Targets**	**CSI Goals**
2. Market penetration - eight-county participation rates	By 2012 the percentage of population aged 16 or above in CSI's eight-county service area that participates in an instructional course sponsored by CSI during a given calendar year will increase to 12%.	1.1., 1.2., 2.1., 2.3., 4.1., 4.2., 5.1., 5.2., 5.3.
3. Instructional costs per academic/PTE credit hour and academic/PTE student FTE	Instructional costs per academic/PTE credit hour and academic/PTE student FTE will compare favorably with peer group.	2.3., 3.1., 3.2., 4.2.
4. Student/faculty ratio	Maintain the average student/faculty ratio at levels - full-time equivalent students to full-time equivalent instructional faculty – comparable to those of our peer institutions.	1.1., 1.2., 2.1., 2.2., 2.3., 3.1., 3.2., 4.1., 4.2., 5.1., 5.2., 5.3.
5. Student/staff ratio	Maintain the average student/staff ratio at levels – full-time equivalent students to full-time equivalent staff – comparable to that of our peer institutions.	1.1., 1.2., 2.1., 2.2., 2.3., 3.1., 3.2., 4.1., 4.2., 5.1., 5.2., 5.3.
6. Financial aid/scholarships disbursed	The percentage of eligible students receiving financial aid/scholarships will increase. Scholarship dollars per student FTE (academic/PTE) will increase. The default rate will be maintained under 10%.	1.1., 2.3., 3.2., 5.2., 5.3.
7. Retention rates	Retention rates will increase.	1.2., 2.1., 2.3.
8. Success in subsequent related coursework - the proportion of students identified as lacking basic skills in reading, writing, and math who earned a grade of C or better in non-developmental college courses after having completed developmental work	Success rates in subsequent related coursework will be maintained at or above current levels.	1.2., 2.1., 2.3.
9. Student engagement and satisfaction rates		
• Active and collaborative learning	CCSSE survey results will demonstrate active and collaborative learning ratings at or above the national comparison group.	1.2., 2.1.

College of Southern Idaho 2008 – 2012		
DRAFT Performance Measures	**DRAFT Benchmarks/ Performance Targets**	**CSI Goals**
• Student effort	CCSSE survey results will demonstrate student effort ratings at or above the national comparison group.	2.1.
• Academic challenge	CCSSE survey results will demonstrate academic challenge ratings at or above the national comparison group.	1.2., 2.1.
• Student-faculty interaction	CCSSE survey results will demonstrate student-faculty interaction ratings at or above the national comparison group.	1.2., 2.1.
• Support for learners	CCSSE survey results will demonstrate support for learners ratings at or above the national comparison group.	1.2., 2.1.
10. Course and program learning outcomes	Every course and program will develop and implement appropriate outcomes assessment strategies.	2.1.
11. Student and faculty participation in international travel opportunities	The number of students who participate in international travel will increase.	2.1., 4.1.
12. Participation in study abroad opportunities	Develop a study abroad program. Increase number of students who participate in the program – two new students per year.	2.1., 4.1.
13. Responsiveness to community and workforce needs.	Number and types of courses and programs started in response to community and workforce need.	1.1., 1.2., 2.1., 2.3.
14. Number of courses that incorporate global issues into the curriculum	Increase the number of courses that incorporate global issues into the curriculum.	2.1., 4.1.
15. Number of courses that incorporate sustainability issues into the curriculum	Increase the number of courses that incorporate sustainability issues into the curriculum.	2.1., 4.2.
16. Summary of sustainability practices implemented	Develop and publish report on sustainability practices implemented.	3.2., 4.2.
17. Number of presentations, events, and activities that incorporate global issues	Every fall and spring semester CSI will have at least five presentations, events, or activities that incorporate global issues.	2.1., 4.1.
18. Number of presentations, events, and activities that incorporate sustainability issues	Every fall and spring semester CSI will have at least five presentations, events, or activities	2.1., 4.2.

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DRAFT Performance Measures	**DRAFT Benchmarks/ Performance Targets**	**CSI Goals**
	that incorporate sustainability issues.	
19. Persistence - the proportion of students who enrolled for the first time at the beginning of one academic year and who (1) were still enrolled for at least one credit at the beginning of the next academic year and who (2) had not yet completed a degree or certificate	Maintain or increase persistence rates.	1.2., 2.1., 2.3.
20. Graduation rates	Graduation rates - the proportion of students who enrolled in and subsequently completed a degree or certificate program – will increase.	1.2., 2.1., 2.3.
21. Transfer rates	• By the end of 2012 achieve a transfer rate of 30% of all first-time, full-time, degree-seeking students four years after initial fall enrollment. • By the end of 2012 achieve a transfer rate of 45% within four years of all students indicating a desire to transfer at initial enrollment.	1.2., 2.1., 2.3., 3.1.
22. Licensure and certification pass rates as compared to the national or state norms when available	Achieve licensure and certification rates above national rates for all programs with applicable exams.	2.1., 3.1.
23. Employment status of professional-technical graduates	At least 90% of PTE graduates will be employed in their field of study one year after graduation.	2.1., 3.1.
24. Employer satisfaction with graduates	Survey results will demonstrate an overall satisfaction with PTE graduates.	1.2., 2.1.
25. Faculty/staff satisfaction rates	Survey results will demonstrate high (above 75%) faculty and staff satisfaction rates.	2.2., 2.3.
26. Employee compensation competitiveness	CSI employee salaries will be at the mean or above for comparable positions in the Mountain States Community College survey.	2.2., 2.3.
27. Client satisfaction with programs and services	Course evaluations and graduation surveys will demonstrate high levels (above 75%) of satisfaction with programs and services.	1.1., 1.2., 2.1., 2.3.
28. Annual institutional effectiveness report	Continue to monitor institutional effectiveness through yearly review	3.1., 3.2.

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DRAFT Performance Measures	**DRAFT Benchmarks/ Performance Targets**	**CSI Goals**
	of benchmarks and other performance data and biannual institutional profile report.	
29. Level of support for CSI		
• Total yearly dollar amount generated through external grants	Pursue and achieve funding and/or meritorious evaluation for at least 5 relevant grant opportunities per year. Grants Coordinator will submit $2,750,000 yearly in external grant requests with a 30% success rate.	5.2.
• State funding levels	Maintain general fund dollars per student FTE at current levels.	5.2., 5.3.
• Funds raised through the CSI Foundation	• By 2012 achieve a minimum of 80% employee participation in the Foundation's internal campaign.	2.1., 2.3., 5.2.
	• By 2012 award Foundation scholarships to at least a third of all eligible students.	1.1., 2.1., 2.3., 3.1., 5.2.